



2021

PEOPLE SUCCESS PREDICTIONS

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JUSTIN BLACK

Head of People Science

The Year of Reimagination

Here's a confident assertion for an unpredictable world: uncertainty is no excuse for fear and complacency. In fact, it's quite the opposite. When change accelerates, courage and creativity are your strongest allies. And many of us are learning that we have even more courage and creativity than we thought.

In fact, now is the time for bold leaders like you to reimagine a new world of work—a world that puts people at the center.

Why prioritize people? Because business prosperity depends on human ingenuity. That means we have a mission and an opportunity to use our own ingenious thinking to reinvent the employee experience. Competition demands that we attract, engage, and retain talented people; that we champion diversity, inclusion, and belonging; and that we help more people achieve happiness and success.

Feeling a little daunted? Stop and breathe. You're here. You're resourceful, you're resilient, and you know that helping people succeed is a powerful purpose. Read on for more predictions to spark your resolve to build this better world.

**CAROLYN KALAFUT**

Consultant, People Science

A PERSONAL GOAL FOR 2021

Create more art—and
support local creators
in my community.

Employee well-being will be a key priority.

Happiness and success depend on personal well-being. So promoting and protecting people's well-being is mission critical—whether addressing employee health and safety, helping people cope with prolonged stress, or supporting those with colliding work and personal lives.

Employees will seek more support for their wellness and mental health, gravitating toward organizations with cultures focused on taking care of one another. Managers will get better at having meaningful conversations that go beyond the “what” of work to acknowledge the needs of the whole person. Organizations will normalize well-being and mental health, knocking down stigma and embracing human imperfection with compassion. And leaders will help everyone understand, prioritize, and take ownership of their vitality and peace of mind. Those who do it right will unlock the best of human potential.

**SONYA BEDI**

Senior Consultant, People Science

A PERSONAL GOAL FOR 2021

Speak more Hindi
around the house.

Diversity, inclusion, and belonging will start at the top.

A world in crisis lays bare long-standing social and racial inequities embedded in everything from neighborhoods to organizations to entire cultures around the globe. Systemic problems demand systemic answers, and that's why it's everyone's job to create solutions, especially the CEO's.

Top leaders own an enormous opportunity—to bring diversity, inclusion, and belonging to the table; to set high expectations; to be a role model; and to deliver results as a top-line priority. Confining the job to a small D&I team is no longer sufficient, and those who fail to act will see their brands fall into the shadows. Leaders who welcome everyone to bring their authentic selves to work will reap the benefits—richer culture, higher engagement, more creativity, and better business results—the energy that's critical to build a better world.

**CHRISTINA RASIELESKI**

Senior Consultant, People Science

A PERSONAL GOAL FOR 2021

Start each day with
at least 15 minutes
of meditation.

Old work paradigms will die.

2020 proved we can innovate even in times of intense crisis. Smart leaders will continue to dismantle programs and processes that don't add value, and they'll reimagine such sacred cows as the physical office, standard operating hours, how meetings happen and why, and the ways technology is used.

HR programs like annual engagement surveys, learning and development approaches, performance management systems, and compensation policies, will be high on the list for reimagination. Design thinking will take center stage to create the next phase of employee experience—focused on empathy, humanity, and doing right by people. HR has an open door to smash antiquated ideas to make way for exceptional work.

**SHUBHANG DAVE**

Manager, People Science

A PERSONAL GOAL FOR 2021

Get more comfortable being upside down during yoga—and see the world from a different viewpoint while there.

People will reimagine their careers—and entire lives.

Just as whole industries have pivoted, collapsed, or become something new, individuals are also ready to reinvent themselves, their careers, and their lives. Many of those less tethered to a physical office will look for new places to call home; others will learn new skills and set their sights on new jobs.

Organizations will need to capitalize on these revamped expectations to keep people energized and focused or risk losing them to new opportunities. That means building growth cultures that support the development of new capabilities and internal mobility. Investments in technology and training will be a critical part of competing in the work-from-anywhere, learn-from-anywhere world.

**NICOLA JOSEPHS**

Principal Consultant, People Science

A PERSONAL GOAL FOR 2021

Make time to read,
at least a little bit of
fiction every day.

The CHRO will define and lead the new world of work.

Much of tomorrow's work looks vastly different from today's. Organizations need to define the work itself and how it gets done in order to compete and thrive. Business acceleration means the answers to those questions will be more fluid than ever before, and CHROs must be prepared to drive constant agility.

Transformation will be the omnipresent opportunity, and CHROs will be the pivotal force to ensure humanity, wellness, inclusion, upskilling, and mobility are embedded in every decision. They'll also lead the charge to give employees at every level greater ownership over their growth and success.

In all of these efforts, data and people analytics will be invaluable. Employee feedback will combine with behavioral data and advanced techniques such as organizational network analysis to help reimagine the employee experience and spark constant innovation.

**MATT RODDAN**

Director, People Science

A PERSONAL GOAL FOR 2021

Broaden my
musical horizons by
listening to a new
song every day.

Trust and empowerment will replace command and control.

In a world that changes overnight, micromanagement is simply too slow. Organizations that meet crisis—or opportunity—by fortifying their command-and-control comfort zones will invariably constrain their agility.

Instead, more organizations will learn that trusted employees are productive employees. Transparent communication is critical glue when strategies threaten to unravel. Trusting employees with information is not only one of the most empowering things organizations can do, but it also allows employees to pivot faster to shape a rapidly evolving world.

**ERICA LOCKHEIMER**

V.P. of Engineering, LinkedIn Learning

A PERSONAL GOAL FOR 2021

Listen to more audible
books and LinkedIn
Learning courses on my
daily walks in the morning.

Learning will be part of everyone's job.

Learning is the rocket fuel that drives business acceleration. Tomorrow's skills are being invented today—and people are hungry to begin learning them. Organizations that invest in reskilling, upskilling, and internal mobility will reap the rewards of a competitive workforce.

But wait, there's more. People who have opportunities to learn and grow at work aren't simply equipped with the right skills, they're also armed with the right mindset to #alwaysbelearning. This mindset is a win/win for all because learning feeds employee engagement, which in turn supports productivity, retention, and financial performance. A virtuous cycle of success.

**KATE FEENEY**

Senior Consultant, People Science

A PERSONAL GOAL FOR 2021

Find ways to bring
my passions for
psychology and
comedy together.

Managers will get the spotlight they deserve.

People are the competitive advantage in high-performance cultures. As organizations pursue new ways to equip employees for growth and success, managers are essential to ensuring everyone on the team is empowered and engaged to do their best work.

Organizations that shift from bemoaning overburdened, underqualified managers to supporting every manager's true potential can unlock tremendous energy. The surprise is just how easy it can be to make that shift. The power of adopting and practicing simple habits can help you and your managers build a flourishing organizational culture. Technology can and will support those habits, amplifying human potential at exponential scale.

**ED HURST**

Principal Consultant, People Science

A PERSONAL GOAL FOR 2021

Make time
to share my night
sky photography
more widely.

Technology will help people be better humans.

Artificial intelligence will not replace humanity's emotional intelligence. But technology is poised to support the things that humans are best at, guiding us to the mindsets and habits that help us build connections, practice empathy, and be our best authentic selves at work.

Personalized suggestions, tailored resources, and timely reminders in the flow of work will be the foundation of organizations that are best equipped for tomorrow's economy. This support will be tied to what enables us to be happier and more successful at work—delivering strategic results in the process. The right tools will be light, easy, insightful, and agile, helping us to find time and space to invest in what's really going to deliver the right results.

**CHAD L. BENNETT**

Senior Consultant, People Science

A PERSONAL GOAL FOR 2021Share more of my
music with the world.

People-centric leadership will be an opportunity and an obligation.

Here is a final prediction to underscore all of the others: a world shaken by global challenges is a world with a wake-up call for people-centric leadership. Those with compassion and vision know that successful strategies start with human beings at the center.

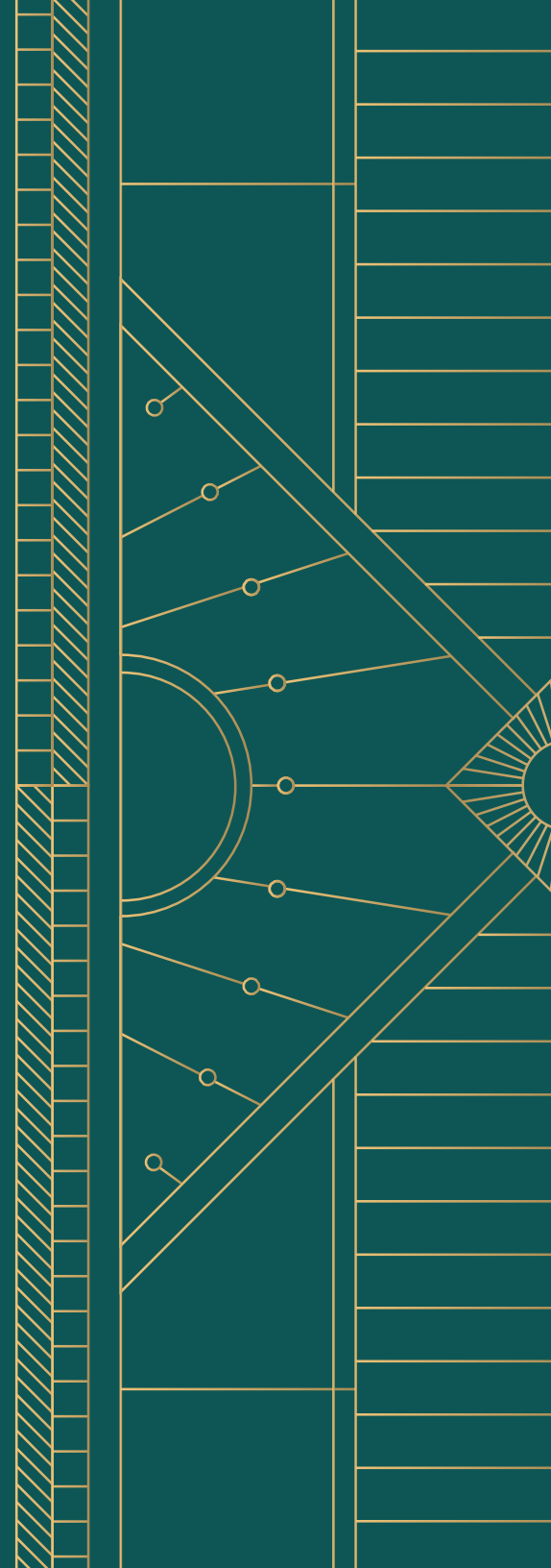
To do that, HR disciplines—talent acquisition, employee engagement, and learning and development—will knock down silos to collaborate on delivering a holistic employee experience. Bold leaders will inspire people with meaningful purpose, and they'll build the world we all need—where more people will be happier and more successful every day.

Moving to a World of People Success

Tomorrow's potential is clear, but it's also natural to wish for more courage and more creativity. No one can solve everything at once.

Small steps are the beginning of every journey. We encourage you to simply make one move forward in a direction that builds more humanity and energy into the way we work. This is how tiny actions become the foundational habits that drive positive transformation.

We're always here to help.



The background is a solid teal color. Overlaid on this is a complex, symmetrical geometric pattern in a light gold or yellow color. The pattern consists of various shapes: squares, circles, triangles, and lines. Some shapes are filled with fine parallel lines, while others are empty. The overall effect is a dense, intricate, and balanced design that frames the central text.

Learn more

www.GlintInc.com